



Welly Waveriders
Dragon Boat Team
Salish Sea

Strategic Plan

Nanaimo & District Hospital Foundation

2026 - 2031



NANAIMO &
DISTRICT
HOSPITAL
FOUNDATION

It's in our
Nature
to Give



The Nanaimo & District Hospital Foundation convenes leaders, drives critical conversations, and ignites philanthropy to turn bold healthcare visions into solutions for the people of Central and North Vancouver Island.

NDHF ANCHOR STATEMENT

Dr. Rob Trachter
ER Physician
Nanaimo Regional General Hospital

Together, we turned ambition into impact. Now, we are building the future of healthcare for Central and North Vancouver Island.

The Foundation's 2023–2026 strategic plan asked us to prepare for a much bigger future. It was designed to build the kind of organization capable of undertaking a \$100M patient tower campaign, and to prove we could grow the fundraising, partnerships, systems, and community trust needed to get there.

Our goal was to double fundraising. Together, we more than quadrupled it

That result did not happen by chance. It came from putting strong fundraising disciplines in place: clear strategy, focused work plans, meaningful metrics, and the administrative support needed to keep momentum moving, but most importantly it came from a community that said yes.

Donors, volunteers, healthcare partners, and community leaders accepted the invitation to be part of something larger than themselves. Through that connection, people found meaning and purpose, fundraising grew, partnerships deepened, and awareness of the Foundation expanded across Central and North Vancouver Island.

In our 2025 strategic planning sessions, the Foundation's leadership, staff, and Board recognized that the formula is working. We have completed major projects in record time, developed a stronger advocacy voice, increased engagement with medical staff, and strengthened our reputation with Island Health and throughout the region.

This next 5-year plan builds on that momentum. Our focus is 80/20: 80% locking into what has worked, and 20% leaning further into innovation. As we move forward, we will continue to carry the comprehensive theme of It's in My Nature to Give, enrolling our donors in the storytelling of the Foundation, showing the community the meaning, purpose, and impact of their generosity.

This approach will allow us to stay grounded in the strengths that brought us here, while continuing to invite our community to partner on the bold vision ahead.

We now have a stable platform for the future, regardless of the project, the need, or the scale of fundraising required. We know we have a winning formula, and we will continue to adapt, grow, and rise to any goal that improves health care for the people of Central and North Vancouver Island.

The next path will be ambitious, but we are ready for it. Grounded in what we have built, guided by the trust of our donors, and focused on the future our region deserves.



Tony Harris
Chair of the Board



Barney Ellis-Perry
Chief Executive Officer



OUR REPORT CARD YOUR IMPACT



What We Set Out To Build

From 2023–2026, our vision was to strengthen the Foundation for what comes next: larger projects, greater community trust, and a stronger role in shaping the future of healthcare in our region.

3 YEAR GOAL

Our three year goal was to double our annual fundraising from \$5 million to \$10 million dollars by end of 2026.



WE MORE THAN QUADRUPLED IT!

HIGHLIGHTS

Secured largest single donation in Foundation History

\$3 MILLION

Single donation for Critical Care

Fully funded first in BC senior friendly emergency department

\$1.3 MILLION

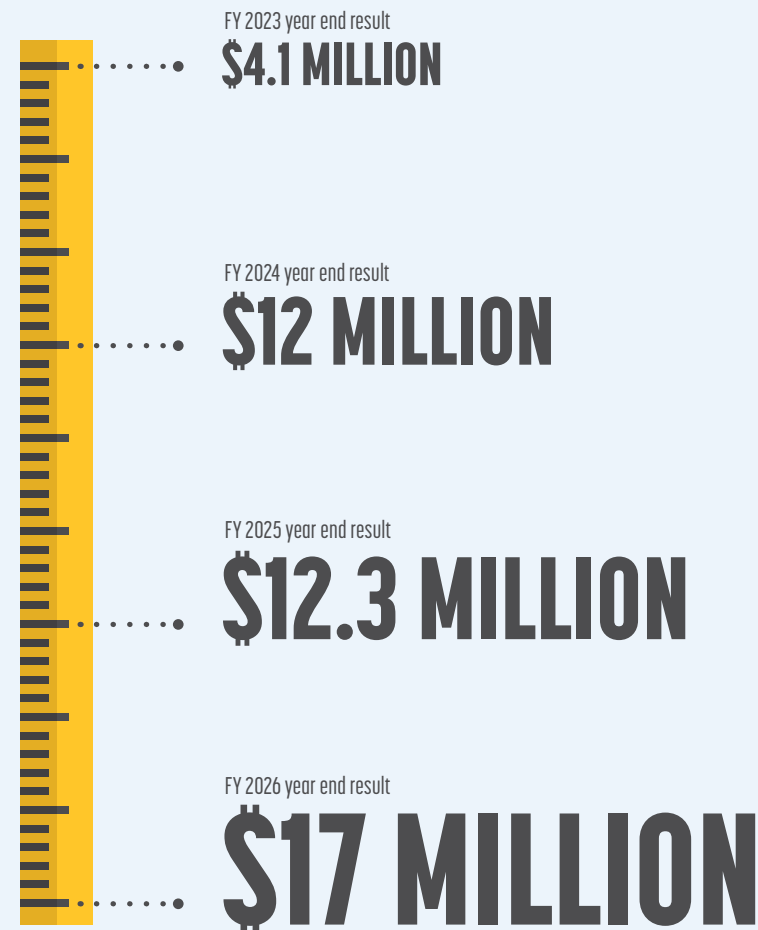
Raised

Equipped NRGH with the largest foundation funded piece of equipment the SPECT/CT

\$2.9 MILLION

Raised

FUNDRAISING RESULTS



CORE PILLARS



PEOPLE

Awarded Community Builder and Family Friendly Employer of the Year and by Nanaimo Chamber of Commerce

Developed a robust and growing volunteer program supporting our Foundation, Code Brew Cafe, and Nanaimo Lifeline



COMMUNITY ENGAGEMENT

Through partnerships with Central Island and Nanaimo Division of Family Practice 13,000 patients were connected to primary care providers since 2023

Primrose Primary Care Clinic in Qualicum Beach opening September 2026 accommodating 6–8 family physicians

\$600,000 fundraised towards 1st floor expansion at Oceanside Health Centre for primary care

7,786 and growing subscribers to Foundation newsletter



INNOVATION

Aligning our social enterprises Code Brew and Nanaimo Lifeline with brand and mission

Designed and funded BC's First Seniors Friendly Emergency Department

Implemented Healthcare Ecosystem model and engaged community partners and healthcare workers

Commenced housing project to support future healthcare recruitment

Developed an advocacy arm to directly support bringing a Cath Lab and Patient Tower to Nanaimo



PARTNERSHIPS

We are driving conversations around improving healthcare programs including those with First Nations Healthcare Authority, Nanaimo Regional District, Island Health, Nanaimo Prosperity Corporation and more

We are part of more than 10 key community roundtables advancing healthcare infrastructure in our region

Our patient tower and Cath Lab are the only projects in BC to have concept planning approval

Guided by Values

Our direction begins with the people who choose to give.

Our donors believe in a healthier future for Central and North Vancouver Island. They give because they value health and well-being, because they feel a sense of personal responsibility to the place they call home, and because they trust the Foundation to turn their generosity into meaningful change.

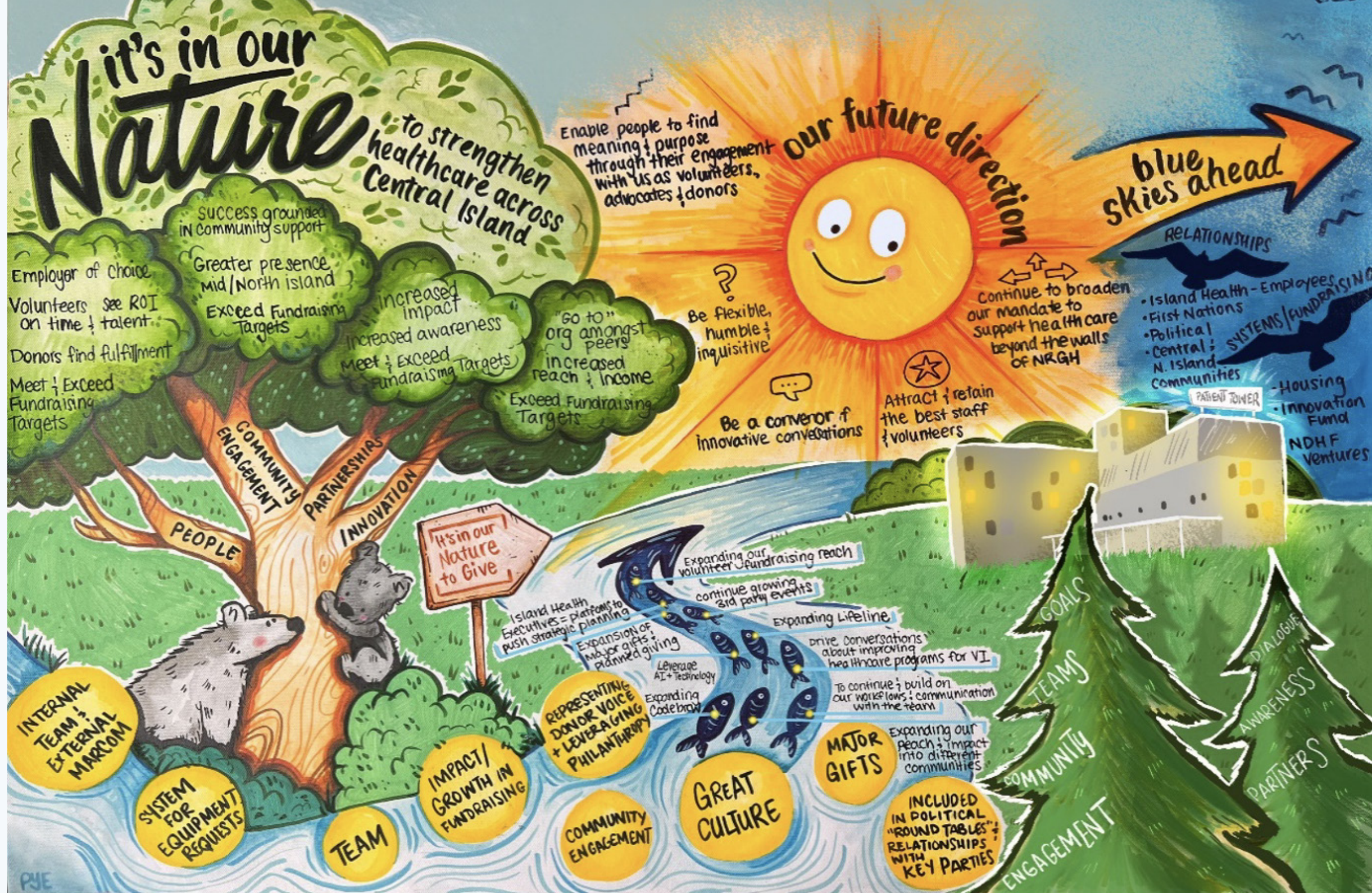
Those values are our North Star.

They remind us that every campaign, every conversation, and every bold step forward must stay grounded in the people we serve and the donors who make progress possible.

The Organizational Values that Guide Our Journey

As an organization, we bring our own values to the journey. We make space for fun, because joy builds connection. We choose innovation, because healthcare cannot stand still. We act with integrity, because trust must be earned every day. We bring passion, because the needs of this region are urgent. We show loyalty, because our commitment is long-term. And we practise teamwork, because no one moves healthcare forward alone.

Together, these values shape how we work, how we grow, and how we invite our community to join us.



Created by PYE Designs | graphic illustration summarizing our 2025 board and staff strategic planning sessions

SHARED VALUES:

Our donors are guided by a shared commitment to health & well-being and personal responsibility. As an organization, we are grounded in the values of family, fun, innovation, integrity, passion, loyalty and teamwork. Together we share in the values that guide our journey.



THE FOUR PILLARS

Our Strategic Plan centres around four pillars that are instrumental in our ability to achieve our five-year Foundation goals.



People

Strategic Guideposts:

- A growing community of donors who feel deeply connected to the impact of their giving, and who experience a greater sense of meaning and purpose through their engagement with the Foundation.
- Recognized as an organization of choice for employees, contractors, and volunteers by creating a culture where people feel valued, supported, and proud to contribute.
- Empower healthcare providers to learn and grow, supporting opportunities that strengthen their skills, advance their practice, and help them continue delivering exceptional care for our region.

Outcomes:

- NDHF is seen as an employer of choice
- Volunteers see a strong ROI on their investment of time and talent
- Donors find fulfilment through supporting us
- We meet and exceed our fundraising targets

Metrics/KPI's:

- Staff turnover
- Donor engagement scores
- Volunteers
- Donations from individuals



LEFT: Coastal Community Credit Union staff decorating NRGH for the holiday season
RIGHT: Volunteers at annual Golf for Life Tournament

We are a people-first organization invested in the happiness of our staff, volunteers, and donors.



Dr. Roshan Behrouzi
Family Medicine Resident
Nanaimo Regional General Hospital



Smile Cookie Week



Community Engagement

Strategic Guideposts:

- Expand our regional community partnerships, working alongside organizations, leaders, businesses, and groups working to improve healthcare in our region.
- Continue to be a valued partner at key community tables, bringing the Foundation's voice, perspective, and ability to connect people to important conversations about the future of care.
- Increase community awareness of the Foundation and its impact, ensuring the community understands how donor support is helping fund equipment, support healthcare workers, and advance better care for the communities we serve.

Outcomes:

- Our success is grounded in community support and engagement.
- We have greater presence throughout the mid/north island community.
- We meet and exceed our fundraising targets.

Metrics/KPI's:

- Community event participation
- Media and social media engagement
- Donations from corporations, foundations, and community partners.



We enable people to find meaning and purpose through their engagement with us.

Kylie Clyne
Registered Nurse
Nanaimo Regional General Hospital

Dr. Julia Beveridge
ER Physician
Nanaimo Regional General Hospital



We use an entrepreneurial approach to revenue development, marketing, communications and technology.

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Sarah Nickolet, Mackenzie Webber & Trina Gulay
Medical Imaging Staff
Nanaimo Regional General Hospital



Innovation

Strategic Guideposts:

- Create the NDHF Healthcare Innovation Hub as a space to explore bold ideas, support new approaches, and help turn innovative thinking into real solutions for our region.
- Drive new healthcare initiatives both within and beyond the walls of the facilities we serve, recognizing that better health outcomes are shaped by what happens in hospitals, in clinics, in homes, and across our communities.
- Continue to convene important conversations that bring leaders, healthcare providers, donors, and community partners together to address regional healthcare challenges and create new solutions for the future.

Outcomes:

- We are a “go to” organization amongst peers.
- Increased reach and income of our businesses.
- We meet and exceed our fundraising targets.

Metrics/KPI's:

- Opening of NDHF Healthcare Innovation Hub
- Develop a physician recruitment Red Carpet program.
- Establish a medical housing program to support recruitment.
- Further support medical program design for future program fundraising.

We believe austerity drives innovation. When resources are limited and needs continue to grow, we must create new ways to support healthcare, strengthen systems, and improve access for the people of Central and North Vancouver Island.

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DAMIAN LANGE, Executive Director, Clinical Service Delivery NRGH



We drive conversations about improving healthcare programs for Central Vancouver Island.



Partnerships

Strategic Guideposts:

- Earn the reputation of being a valued partner to our community and corporate partners by listening well, showing up consistently, and creating meaningful opportunities to advance healthcare together.
- Build new partnerships that power up our innovation strategy, connecting bold ideas with the people, resources, and support needed to bring them to life.
- Continue to be a valued philanthropic and strategic partner to Island Health and our community healthcare partners, helping align donor generosity, regional priorities, and shared solutions that improve care for the people of Central and North Vancouver Island.

Outcomes:

- Increase impact.
- Increase awareness and engagement.
- Meet and exceed fundraising and engagement goals.

Metrics/KPI's:

- Number of community presentations.
- Number of community “tables” we participate in.
- Number of inter Island Health Foundation projects we are a part of.



FROM LEFT TO RIGHT: Pat Docherty Memorial Golf Tournament Founders at NRGH Critical Care Opening / Windsor Plywood Foundation Critical Care Building /Dufferin Place resident taking first trip on new bus

THEMATIC GIVING CONTINUES TO GUIDE OUR IMPACT

The six thematic areas give donors clear and meaningful ways to see themselves in our work. They allow people to support the causes that matter most to them, while giving the Foundation the flexibility to respond to emerging needs, major projects, and long-term priorities across the region.

As we move into this next 5-year plan, these six areas will continue to guide our fundraising, partnerships, and impact.

1. Heart and Stroke Care

- Advance the conversation and planning for a new Cath Lab.
- We will continue to fund equipment and training that strengthen cardiac care teams, including technology such as cardiac ultrasound, ECG machines, stress test systems, Holter scanning, and staff education in advanced cardiac life support and heart dysrhythmia.

2. Mental Health

- We will continue to seek ways to improve and expand support for medical detox, the Vancouver Island Suspected Child Abuse and Neglect program, and youth wellness outreach.
- Fund and support the opening of the Parksville Treatment Centre.

3. Community & Family Health

- Build on the strong progress already made in this area, including the recruitment of new doctors to our region, and closing the gap of unattached patients.
- Grow partnerships that expand our circle of impact.

4. Critical Care

- Continue to strengthen critical care capacity for our growing region, ensuring healthcare teams have the equipment, technology, and resources they need when patients and families need them most.

5. Innovation

- Continue to look beyond the way things have always been done, knowing innovation is essential to advancing healthcare across Central and North Vancouver Island.
- Bring together donors, healthcare leaders, community partners, and new voices to turn innovative ideas into practical solutions that improve outcomes for patients and families.

6. Cancer Care

- Continue to support local cancer care in Nanaimo, including specialized pathology equipment, operating room equipment, physical space and training.
- Support the opening of the regional cancer centre.
- Support NRGH to be the host site of the new Nanaimo Cancer Centre.

ENTERPRISES IN SERVICE OF HEALTHCARE

At NDHF, our impact is strengthened by two social enterprises that support our financial goals while extending the Foundation's presence into the daily lives of patients, families, hospital staff, seniors, caregivers, and the wider community. They help us serve our community in real time, create meaningful connection, and reinvest in the health and well-being of Central and North Vancouver Island.

CODE BREW CAFÉ

The Heart of the Hospital

Located inside NRGH, Code Brew Café is more than a place to grab coffee. It is a daily gathering place for healthcare teams, patients, families, volunteers, and visitors.



CUSTOMERS SERVED



Supporting the Foundation's broader work while creating a welcoming space inside the hospital.



Dedicated volunteers help bring warmth, connection, and community spirit to the café.

Code Brew's impact extends beyond the hospital walls. The café supports local events and initiatives including NRGH Staff Appreciation Day, Fletcher's Challenge, NRGH Light the Trees, Golf for Life, and the Butterfly Run. Through the Pepsi Code Brew Scholarship Program, Code Brew also helps support future healthcare workers by offering a \$5,000 scholarship to students pursuing education in the medical field.



NANAIMO LIFELINE

Helping People Live Safely and Independently

Nanaimo Lifeline provides trusted local support for seniors, caregivers, and families who want greater confidence and independence at home and in the community.



CLIENTS SUPPORTED



NEW LOCATION 2-3188 BARONS ROAD

In early 2026, Nanaimo Lifeline moved to a new location. The new space is brighter, more spacious, and easier to access, with improved parking and increased foot traffic. This move has helped create a more welcoming experience for clients, families, and caregivers.



The team also introduced new technology over the past year, including Smart Watch and On the Go + Wandering support. Through trusted service, local knowledge, and evolving technology, Nanaimo Lifeline continues to help people stay connected, supported, and independent. Direct net profit supports senior community wellness programs.



FROM LEFT TO RIGHT: Cody Dreger, Greg Scott, Anu Mayer, Donna Hais, Michael Smith, Barney Ellis-Perry, James Byrne, Tony Harris, Greg Phillips, Dave Lindblad, Damian Lange

MESSAGE FROM THE BOARD

We enter this next 5-year plan from a position of strength, momentum, and proven success. Together with our donors, volunteers, healthcare partners, and community, we have shown that bold goals can become real progress when they are grounded in strategy, discipline, and shared purpose.

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..... ”
TONY HARRIS, NDHF Board Chair



But vision only matters if it is matched by accountability. We will be accountable to ourselves, our donors, and our community through:

- Developing annual metrics-based fundraising and implementation plans that align our strategy, donor engagement, partnerships, and community impact.
- Translating the fundraising plan into annual metric-based work plans for the Foundation staff and the Board.
- Ensuring the budgeting process aligns with the fundraising plan.
- Quarterly staff progress reporting against the work plans.
- An Annual Community Update and annual report where we share our progress.

We look forward to your partnership on this journey as we build and move toward an even stronger future for healthcare in our region.

IT'S IN MY...



“ Giving connects me to my community and it's how I keep Larry's legacy moving forward. ”

Cynthia

*Volunteer & Legacy Donor,
 Since 2021*

NATURE

Columbia Beach, Qualicum Beach



NANAIMO &
DISTRICT
HOSPITAL
FOUNDATION



It's in our
Nature
to Give

We are located in the lobby of the
Nanaimo Regional General Hospital

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